



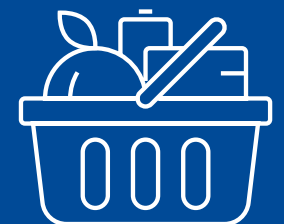
Everyone is welcome at Tesco

Annual diversity, equity and inclusion report

Kraków 2025

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Foreword.

At Tesco, our purpose is to serve our customers, communities and planet a little better every day. A vital element of this is our diversity, equity, and inclusion strategy, which helps us best represent the communities we serve. Focusing on equity is especially important to make sure that everyone has the same starting position and equal opportunities.

Our 2025 Everyone's Welcome report shares the progress we make and the actions we take to build a fair and inclusive environment that drives innovation and long-term growth – for our colleagues and for our business.

We are proud of our achievements in this area. To name a few from 2025:

- We launched our first Early Careers Programme to bring in new talent from younger age groups and different backgrounds.
- We signed the Diversity Charter (Karta Różnorodności) led by the Responsible Business Forum, committing to non-discrimination in the workplace and to introducing policies that create and promote diversity.

- We were recognised as a Friendly Workplace 2025 by Marka Pracodawcy.
- We supported the latest No Fluff Jobs report: “Fairness at Work: On Integrity in Action and Pay Equality” as an official partner.
- We took part in the Szczерze o HR-ze podcast, where I had the pleasure of sharing how, at Tesco, we promote a culture of fairness where everyone feels equal, no matter their age, gender or background.
- Following our colleagues’ feedback, we created a quiet zone in our office, providing a dedicated space for focused work.
- We carried out research with our female colleagues, developed our DEI strategy and have already started its implementation.
- Based on conversations with female colleagues, parents and carers, we prepared new job posting templates to better address the needs of different target groups.



If you would like to read more about Tesco Group and how we operate, click [here](#).
If you are interested in career at Tesco, click at our Career Page [here](#)



We are very glad to see that our colleagues feel included, valued, and respected at Tesco, according to feedback shared through various employee surveys.

Our efforts have also been recognised outside the company, as we’ve received several major DE&I awards and recognitions for creating a supportive and inclusive work culture, including the Friendly Workplace certificate and the Diversity Charter (Karta Różnorodności) mentioned earlier. It’s great to know that we’re heading in the right direction, and we are committed to doing a little more every day for our colleagues and customers.

Roland Płaszowski

Head of Software Engineering and Kraków Site Lead

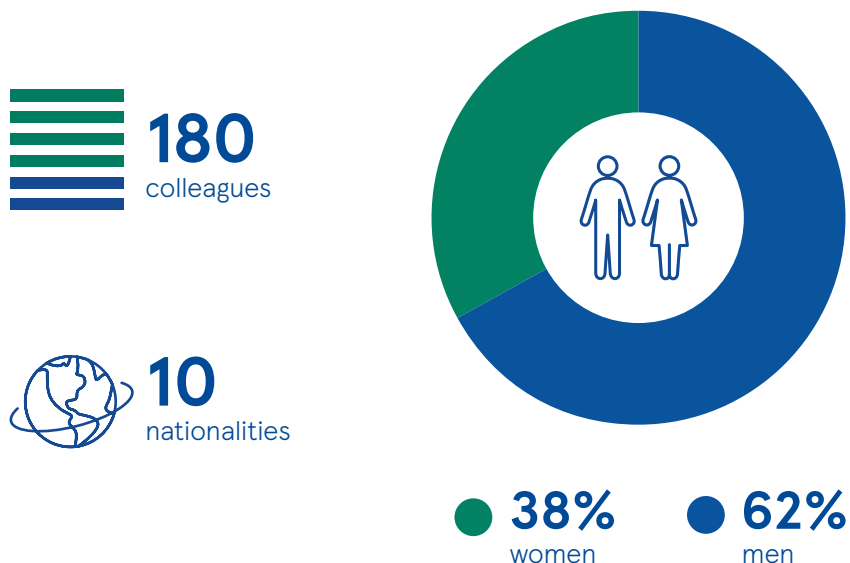


Tesco in numbers.

People are at the heart of everything we do, whether they are our colleagues, customers, or suppliers. At Tesco Technology and Services Europe, based in Poland, we employ 180 colleagues and are cherishing the uniqueness of every single one of them. Thanks to all our colleagues bringing different perspectives, opinions, and ways of working, we are able to stay innovative as a company each and every day.

We are glad to have such an amazing team, thanks to which we can continue to bring value to our customers.

Tesco Technology in Poland:



Tesco Retail in Numbers:



4,572 stores globally



3,829

stores in the United Kingdom



182

stores in the Republic of Ireland



184

stores in the Czech Republic



179

stores in Slovakia



198

stores in Hungary

Tesco has more than 330,000 colleagues across three key set-ups – head office, stores and distribution centre. In Kraków, Poland, we operate as Tesco Technology.

Tools delivered and maintained by our colleagues are used on a great scale. For example MyTesco, which serves as a self-service platform for our colleagues has ~170,000 active users, and our loyalty app is used by ~18,000,000 customers.

Inspired
by You.

Every
Voice
Matters.

Every Voice Matters (EVM)

Twice a year, in January and throughout the summer, we conduct “Every Voice Matters” – an all-colleague survey that provides an insight into how our colleagues feel working for Tesco. It also helps us monitor their feedback on inclusion, and it pleases us this measure is still increasing annually.



This is me

In addition to EVM, we have introduced This is Me survey. The purpose of this survey is to get to know our colleagues a little better, so that we make sure we design and implement initiatives that truly reflect our workforce.

Everyone’s Welcome survey

When we were creating the new DE&I Strategy, including the 5 commitments, we have asked our colleagues about their feedback and builds on our actions. Thanks to their inputs we were able to create a strategy that truly reflects our workforce with specific action steps. One of the examples is renaming one of our commitments from Stronger Starts for Young People to Developing Careers, to ensure we reflect our workforce across generations and seniority levels.



We treat people how they want to be treated.

Diversity, equity and inclusion truly sit at the heart of our business. Without it, we simply would not be Tesco, as we would not be able to reflect on the communities we serve and meet the needs of our customers. At Tesco, we have three key values that guide everything that we do: No one tries harder for our customers, every little helps and We treat people how they want to be treated, which in practice means that:

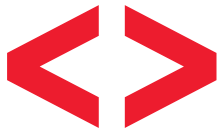
- We listen carefully and make sure everyone is heard
- We build trust, by being honest and fair
- We value different perspectives and what makes each of us unique
- We work as one team, care for and thank each other

Because at Tesco, everyone's welcome

Here, there is an opportunity for all; everyone is heard, valued, supported, and empowered to be their best. By respecting each other and working together, we can make Tesco great for our colleagues and customers.



The five commitments.



To show our dedication to being a truly inclusive and equitable business, we have recently launched our 5 DE&I commitments. These 5 commitments are focused on areas that will make the biggest difference and that are visible and understood by all our colleagues.

The five commitments



Inclusion for All

Colleagues work in an environment where they feel they can be themselves, are valued and see themselves represented at every level.



Flexibility for All

We enable colleagues to thrive at Tesco, with a culture that embraces and supports flexible working.



Accessible First

Our colleagues with different accessibility needs feel supported at Tesco, whether that's in a physical environment, our Technology systems or the communications we share.



Transform Recruitment

Colleagues and candidates experience a positive and inclusive recruitment experience so that we can attract and retain the best talent.



Developing Careers

Supporting people to gain experiences, skills and behaviours to enhance their career choices and progression.

Inclusion for All.

We want everyone at Tesco to feel that they can bring their authentic self to work. We are really pleased to see that the score of “I can be myself at Tesco without fear of judgement” in our annual survey is yearly improving and that colleagues believe Tesco is becoming a more inclusive place to work.

We believe that every colleague should be able to be themselves at work. Last year, colleague feedback through the Everyone’s Welcome survey showed us that everyone in Tesco has an important role to play. That is why we launched a brand-new Everyone’s Welcome Policy, which explains the role we all play in creating a place that everyone’s welcome. By solidifying this in a policy, we are showing our commitment to this and setting the bar going forward.

As a part of the Inclusion for All commitment, we are focusing on multiple areas. Firstly, we are supporting our managers with further training and education on how they can become a truly inclusive leader. We are making sure that our LGBTQ+ community feels safe, and their wellbeing is supported at Tesco. We are ensuring that our talent pools are diverse, e.g. in terms of gender, so that we have an inclusive talent pool out of which we can choose the best candidate for the job.



<Everyone>
is {welcome}
at Tesco



TESCO

How we build our diverse workplace

At Tesco Technology and Services Europe, with the amazing growth in the last couple of years, we've had the unprecedented ability to shape our culture on the go and commit ourselves to creating a truly diverse workplace.

This commitment of ours, stems from the belief that only by incorporating perspectives from people from different walks of life, varied gender and ethnicities, and so on – we can become an effective and inclusive organisation.

While Tesco as a whole, faces challenge similar to broader demographical patterns (i.e. gentrifying workforce), in our Polish hub, the opposite is observed. IT industry has been and still is a predominantly male and youth-heavy profession, and we've tasked ourselves to challenge this status-

quo over the last couple of years, while never compromising on the technical excellence of our hires.

We believe that by bringing in more women and age-diverse population, we can better understand the reality in which we revolve, and the one of our customers.

To get there, we introduced additional 4 days of time off for all our employees and we are advocating flexible working solutions, as working 2 days per week from home or working part-time (for example $\frac{3}{4}$ of FTE).

These seemingly small things, have a great impact on the wellbeing of our colleagues, and is especially important to people having more needs in work-life balance area.

In April 2023, only 8% of our colleagues were female, but through efforts of recruitment team, building on top of our benefit and compensation changes, we were able to reach 38% in 2025, consistently overachieving in terms of how many gender diverse colleagues we were able to recruit vs. the market. In 2025, female hires made up to 42% of all hires made so far, and we are committed to maintaining this momentum.

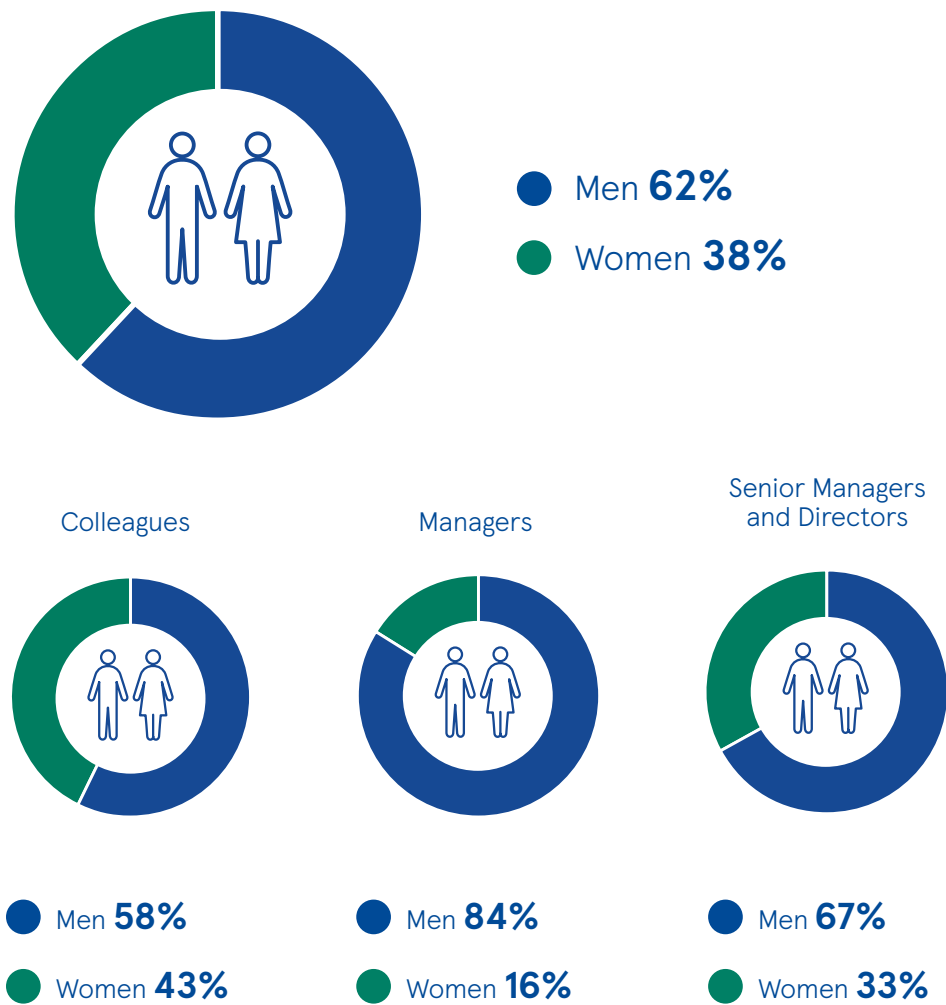
Our long term outlook will focus on making sure that we organically increase the participation of Female colleagues in leadership roles, as right now, within 25 managerial roles there are only 4 women. It is ever our ambition, to make sure that these roles are structured in a way that they can be attractive to and performed well regardless of our colleagues gender.

Damian Okoński

Lead People Partner



Gender split at Tesco Technology in Poland:



We believe that transparency and integrity help create a space where everyone can do their best at work. That’s why we were proud to support the latest No Fluff Jobs report: “Fairness at Work: On Integrity in Action and Pay Equality” as an official partner.

The report includes insights from our experts: Damian Okoński, Lead People Partner (on the benefits of hybrid work) and Donata Kwiatek, CE Lead TA Manager for Technology, TBS & Head Office, (on the role of pay equity).



Everyone’s welcome

I truly believe that if you ‘choose a job you love, you’ll never work a day in your life’. And luckily, now I have that. Being supported to change your career isn’t exceptional at Tesco. I’m one of the many examples that you can build the career you want, in the organisation you’re already in.

Dominika Michalak
Data Analyst

Flexibility for All.

Everyone's welcome



Flexibility is key. We know that it is what is keeping our colleagues happy while working for us. In turn, it enables Tesco to attract a diverse workforce of colleagues who can contribute their best and deliver for our customers.

We know life looks a little different for everyone. That's why we want to make it easier for our colleagues to work flexibly and to support our managers to say

yes more often. Flexible and hybrid working can help support our colleagues through life-changing moments like becoming a carer, adapting to parenthood, or simply doing more of the things they love. We want to empower managers and colleagues to feel confident to start talking about it, helping everyone to progress, regardless of role or working arrangement.



“We're able to be flexible with our schedules to maintain a work-life balance and our wellbeing. That's important because to me, family and loved ones always come before anything else.

This approach is one of the core values for Tesco employees, at all levels, and I try to foster it even more in my team and the Kraków hub. I personally have five children and love that through this culture, I can be there for them, even more, while remaining committed to my responsibilities at work.

Adam Midura
Head of Software Development

As a part of this commitment to our colleagues and candidates, we have started advertising all roles as open to flexibility. This enables us to keep attracting diverse talent and provide them with a workplace that recognizes their needs. We have also created supportive materials for our line managers to guide them in discussions about flexibility with their teams and a platform for all colleagues, so that they can find all info in one place, including helpful policies and inspiring stories of our colleagues who are already working flexibly. We also constantly keep revising our existing flexible working options, for example by adding the option to work from abroad, to make sure we provide a great offer to our colleagues and candidates.



“I’m ambitious at work, but I also want to be a great mum and spend time with my small kids. I’m glad that Tesco has supported these ambitions from day one – offering the possibility to work a 75% schedule and organize my hours flexibly as my family’s and my needs change.

There’s also the option to extend my annual leave with additional unpaid days off during school holidays. My manager herself works part-time and is a role model for me in how to achieve success at work at the same time. Thanks to this, it’s easy for me to ask for extra adjustments because I know she understands me.

Ewa Sanecka
Employer Brand Strategy
and Communication Manager



Accessible First.

Making Tesco an accessible place to work is a priority for us – if it's through physical environment, our tech systems or the communications we share. We understand that everyone has different accessibility needs, and we are committed to reflect them in the design of our environments.

Following our colleagues' suggestions, we created a quiet zone in our Kraków office, which helps support neurodiverse needs. In this area, we avoid loud conversations and make sure to have our laptop and phone notifications muted. Many of our team members enjoy working there, either on a regular basis or when

they just need to concentrate. For those who want to take a break, we have a chill-out zone for relaxing and chatting with other team members.

At Tesco each year we are making the workplace more accessible for both our colleagues and customers. We are progressing on the Disability Confident Employer scheme, which certifies companies that have reached a certain level in their different ability efforts. Last year, we reached Level 1, which was focused mostly on recruitment, and this year we are progressing towards Level 2, which looks more at the lived experience of our colleagues with different ability.

In Poland, we also support “Sensorycznie i na serio” (Sensory and for Real), a social initiative that promotes awareness and understanding of sensory and accessibility needs through conferences, workshops and hackathons. As part of our CSR efforts, we have supported them for three years in a row, this year sponsoring their conference to help our employees better understand diverse user needs. Through this partnership, our teams gain hands-on experience and insights into inclusive design practices, reinforcing our belief that designing with empathy leads to better solutions for everyone.

“ I used to lay awake at night thinking about an email or conversation and simmer over it for hours, getting very little or no sleep. Since working for Tesco, I haven't had any of the same issues. If I need time off because I'm sick, I'm given the space to rest, recharge and recover.

The people here are empathetic and so much more interested in how I'm recovering. When I'm communicating with my colleagues and managers, we'll connect on a human level, not just about the stuff we're working on. And that personal touch anchors me.

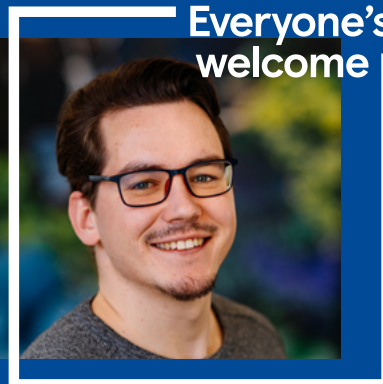
Michał Pawłowski
Head of Software Development



Our Learning Team is focusing on neurodiversity this year, as we realize it is where most awareness and education is needed, and neurodiversity is also becoming more prevalent in society. Thus, we are investing into creating a wide variety of resources, including seminars, short videos and written guides to spread awareness and education across our colleagues and line managers, and to make sure we are providing proper support.

One of the highlights was the interactive webinar “Neurodiversity: Facts, Myths, and Practices”, where participants explored the biological foundations of neurodiversity and how brain diversity influences behaviour, thinking, performance and communication styles. The session also addressed common myths, challenges faced by neuroatypical colleagues in the workplace, and strategies to create an environment that supports all brain types.

In case of need, we are also ready to offer additional flexibility, such as working more time from home for head office roles, workplace adjustments or phased return to work. Similarly, if someone is a carer, we have a wide variety of flexible, family and wellbeing policies, so that they can adjust work to their caring responsibilities, while also taking care of their wellbeing.



“ I use the Quiet Zone mainly because it’s a small, separate space. Noise doesn’t really bother me, but I find it very hard to work in large open spaces. In a smaller room like our Quiet Zone, I can focus much better and get my work done without the stress that big areas bring.

Hubert Zajma
Software Development Engineer

Transform Recruitment.

We want all our candidates to have a positive, inclusive hiring experience. To make that happen, we keep revising our processes and all candidate touchpoints and are continuously working on their improvement.

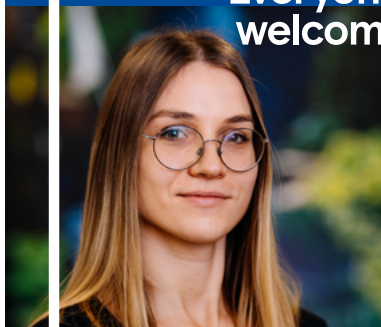
We have designed a new inclusive hiring training for all hiring managers, as they play a key role in fostering inclusive and diverse workplace. This training helps to equip them with knowledge and skills needed to implement inclusive hiring practices effectively.

We've built on a new Global Careers Site and Recruitment platform, which will allow even more inclusive recruitment experience for our colleagues and candidates through tools such as diverse talent pools.

As part of Tesco Technology's DEI strategy, we reviewed our job postings. The aim was to better showcase our company, the team, the role and the benefits to make the job description more appealing to candidates from diverse backgrounds.

Our study included desk research on diverse IT talent and interviews with our colleagues. Based on these insights, we updated the final job postings by changing the order of the benefits, emphasizing flexibility, and refining the tone of voice to match our brand guidelines and the expectations of our target group according to marketing insights. A key role in our Transform Recruitment efforts also plays Pay Transparency.





Everyone's welcome

“My promotion wouldn't have been possible without the great support and valuable conversations with my manager and Head of Software Engineering. Inspiring and supportive leaders are a must have when it comes to career progression. And the second thing is clear role expectations. Tesco has a very well-defined career framework which you can treat as a guide. You can check where you are, see what areas to work on and that's super helpful and motivating.

Olga Słota-Lasoń
Software Development Engineer

Everyone's welcome



“I feel like I can truly maintain a work-life balance at Tesco. I have a good mix of working in the office and from home. One of the biggest things I've noticed is that I never finish work feeling stressed. I can switch off, ease seamlessly into my personal life and give my full focus to my children. I also have the flexibility, and great benefits like additional days off, so I can have more time for my family and hobbies.

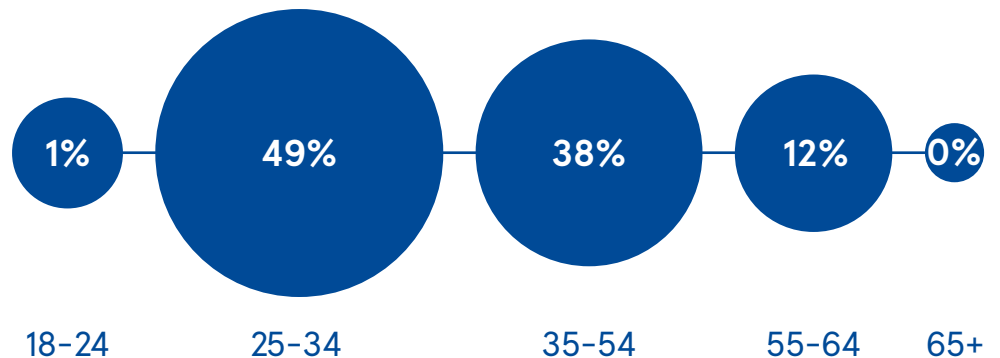
As part of this commitment, we are helping people to gain experiences, skills and behaviors that enhance their career choices and progression, both internally and within our communities. To demonstrate our commitment, we have made multiple improvements since last year.

Magdalena Słowińska
Software Development Engineer

Developing Careers.

As we continue to support career development, we recognize that our commitment to developing careers, we recognize that everyone comes from different backgrounds, faces a variety of challenges, and has individual needs. Instead of offering a one-size-fits-all solution, we're focused on understanding and addressing those differences so that we all have a fair and meaningful opportunity to succeed. As visible in the graph below, we have a diverse representation of all generations in Tesco.

Representation of colleagues in TTSE based on age:

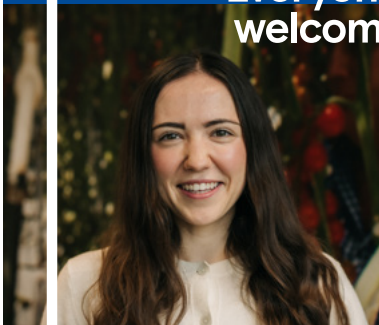


Early Careers Programme.

As part of our commitment to building a diverse talent pipeline, earlier in 2025 we launched the Early Careers Programme – for the first time at Tesco Technology in Poland. The initiative is designed for graduates and junior engineers and provides an 18–24-month development path with six-month rotations across three different teams.

The programme combines hands-on experience in various tech stacks and business domains with structured learning, mentoring and workshops. Throughout it, participants receive support from managers and mentors, which helps them grow professionally and build interpersonal and leadership skills.

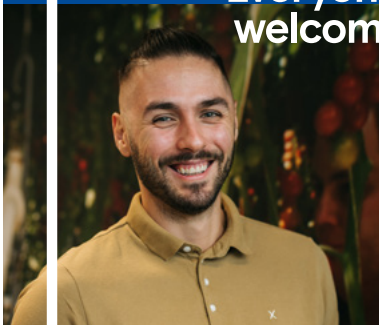
Through this programme, Tesco Technology is investing in the next generation of tech professionals – enabling young talent to make an impact on our business, our colleagues, our customers and the wider community, while strengthening the diversity of our teams.



Everyone's welcome

“ The Early Careers programme at Tesco stood out to me because of the chance to work in three different teams. It's a great way to discover what I most enjoy in IT, and it feels like an exciting challenge. At the Discovery Centre event, I heard great things about Tesco Technology, and starting the programme confirmed them. Now I'm looking forward to developing my technical and soft skills.

Marta Szymczyk
Graduate Software Development Engineer



Everyone's welcome

“ The Early Careers programme helps us bring in top talent at the start of their journey. New joiners bring fresh ideas that keep us innovative, while experienced engineers grow their leadership and mentoring skills. It's a strong way to build diversity, inclusion and a solid pipeline for the future.

Marcin Lason
Software Development Engineer and Early Careers Program Coordinator

Wellbeing First.

We truly believe that having an inclusive workplace environment supports the wellbeing of our colleagues. And happy colleagues = happy customers.

At Tesco, wellbeing comes first, and we continue to enhance our Wellbeing Proposition for our colleagues and their families every day. In the past year, we have widened the wellbeing offer to our colleagues significantly. For us, putting wellbeing first means looking out for each other, being mindful of our wellbeing needs and seeking out help if we need it.

Employee Assistance Programme

Since last year, we have a brand-new and improved employee assistance programme that supports our colleagues in psychological, financial, legal and healthy lifestyle matters. Colleagues and their family members have 24/7 access to experts, and they can speak with them in person, over the phone, video call or via chat.

Additional medical insurance

Every employee is covered by additional medical insurance, and those interested can also insure their family members (for an extra fee). The service includes, among other things, medical consultations (also virtual), specialist visits, sessions with a psychologist, and diagnostic tests.



Mental health

We are trying to open the discussion on mental health in Central Europe. We want to normalise talking about mental health and we encourage colleagues to speak up and ask for help if they need it. As a part of this mission, in recognition of World Mental Health Day, we have produced a video in which multiple colleagues share their mental health journey. We have also launched a variety of resources for line managers and colleagues to support their mental health. We acknowledge different accessibility needs and preferences when it comes to consuming content, so we have prepared a variety of videos, animations, and written materials to best fit individual needs.



Other wellbeing supportive initiatives we offer:

- Additional 4 days of paid leave to support colleague wellbeing and family life.
- Flexible working policy.
- Support for line managers and wellbeing conversations with their teams.
- Wellbeing and mental health webinars.
- Wellbeing week celebration every year.
- Workplace adjustments and standing desks.
- Sports card, weekly access to a personal trainer in the office, opportunities to take part in sports events (e.g. Poland Business Run).
- Free femcare products for all female colleagues across distribution, stores and head offices + we have reduced the sales prices of all Tesco private label feminine hygiene products by the value of VAT.



Final remarks.

Tesco is a place where everyone is welcome and where we are guided by the principle of treating people how they want to be treated.

We continue our journey to be a great place to work for everyone, where each colleague feels valued, listened to, respected and see themselves represented across all levels in the company.

We want everyone to be able to bring their authentic self to work because what truly makes Tesco who we are is the amazing team of colleagues. We can provide the best value for our customers only if we reflect the communities we serve.

We know that we have an important role as a large employer, and we want to use the impact we have to

truly make a difference. We believe that by creating an inclusive and equitable place to work and shop, we are also creating a better place for our colleagues, customers, planet and the communities we serve every day.





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TESCO Technology